LeadershipAssessment Overview

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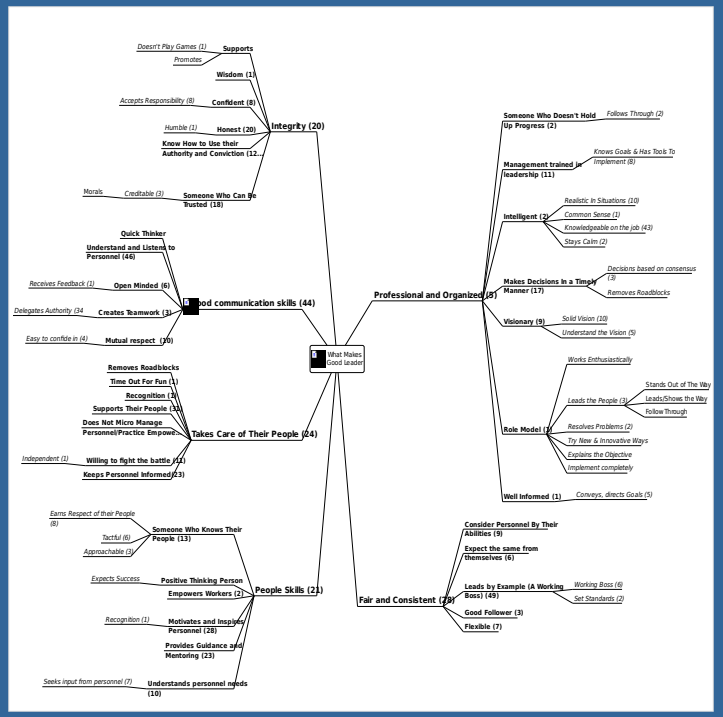
What does the information tell us?

We worked through 19 Culture Maps

- Extremely detailed
- Analyzed a lot of information



The Assessment Explained Factors Surrounding Leadership Issues:

- Stressors on Base
- Comments about Leaders
- Cynical Attitudes
- Communications problems

We are surprised *again* with the results.

Myth: Difficult Mid-Level Management

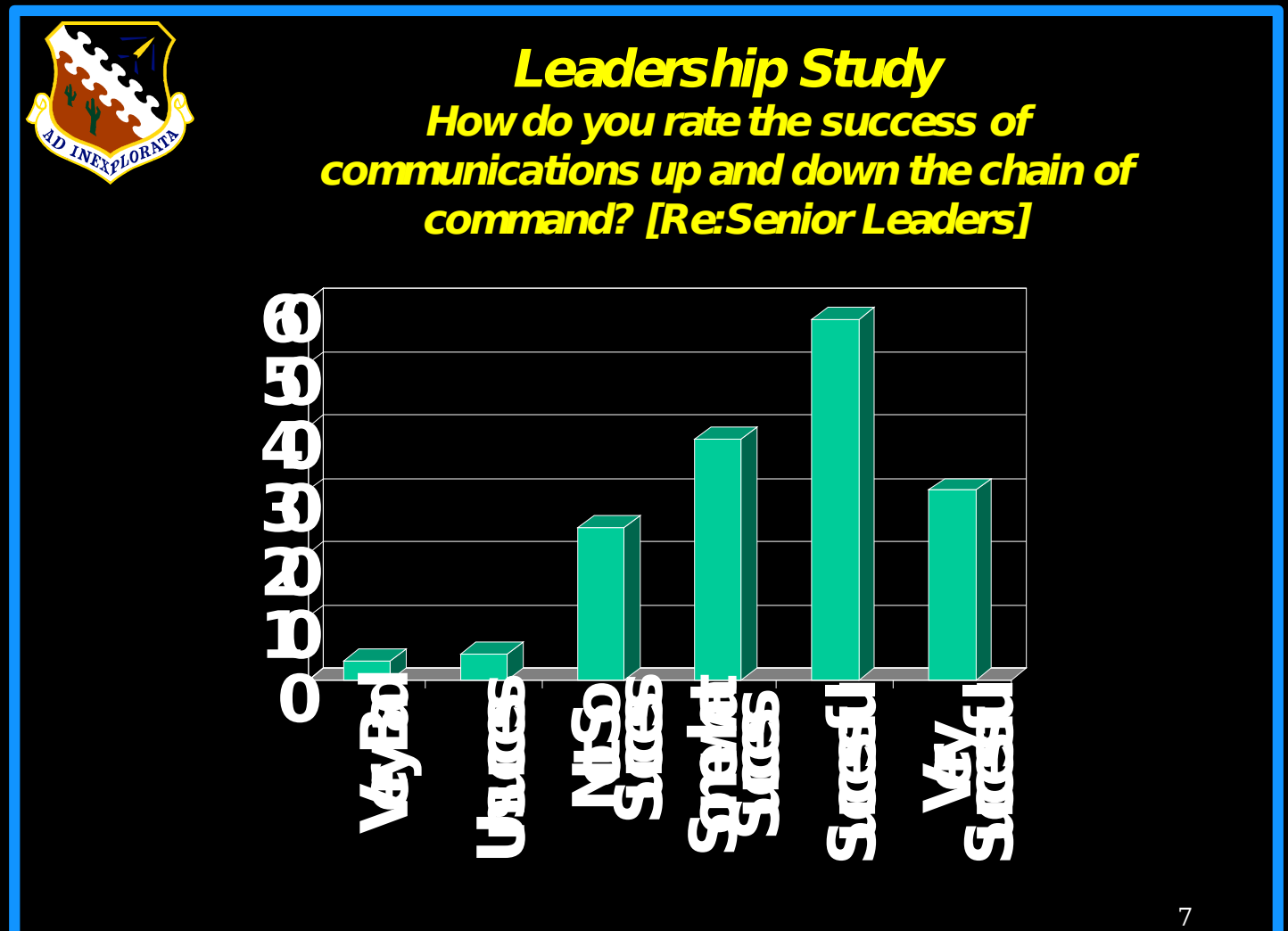
“Those Difficult Middle Managers”

The Edwards “Caleche” Layer?

Reality: High Rating for Senior Leaders

"We know what the taskings are.

We don't know what's going on?"



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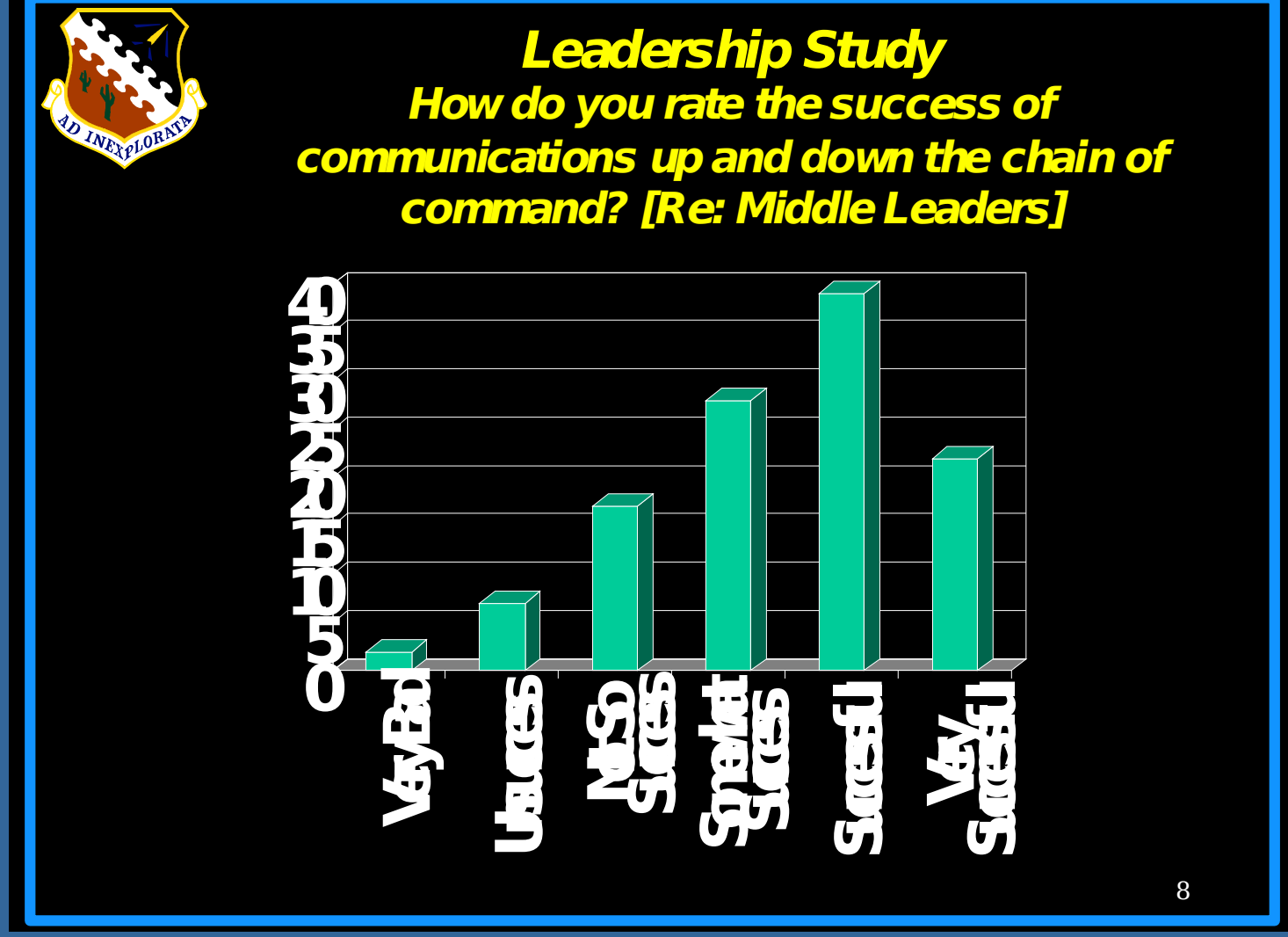
Leadership Study
How do you rate the success of communications up and down the chain of command? [Re: Middle Leaders]
Very Successful

What People Said They Wanted From Leaders. .

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- Integrity
- Good Communication Skills
- Takes Care of People/People Skills
- Professional and Organized
- Fair and Consistent

So What Are They Saying?

- Integrity
  - **We want to trust our leaders to take us through change.**
  - **We want to believe what our leaders tell us.**
- Good Communication Skills
  - **Tell us what is going on.**
  - **Make us a *real* integrated working team.**
  - **“Listen to us.”**

So What Are They Saying?

- Takes Care of Their People
  - **Recognize us for our talents and loyalty**
  - **Help rid the roadblocks**
- Fair and Consistent
  - **“Know me well enough to be fair to me.”**
  - **Be flexible with us.**
  - **Consider us by our abilities.**

So What Are They Saying?

- Professional and Organized
  - **We want a role model to show us the way.**
  - **Someone who knows the goals and has the tools and people skills training to carry it out**

Are We Changing Yet?

- People are uncomfortable with the changes around them
- But they are willing to make the necessary changes
- They want to be led into those changes
- They want to be kept informed

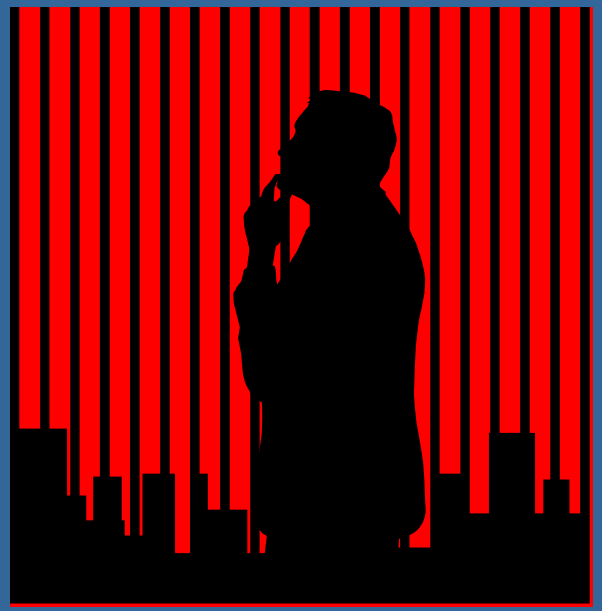
Challenge Areas for Improvement

- Military and Civilian Disconnects
  - Personnel rotations
  - Knowledge Not Shared
  - Continuity problems
  - Ultimately, who's responsible for what?

Challenge Areas for Improvement

- **Base-Wide Career Paths for Technical People**

Not obvious in the Broadband Level Descriptors that people skills are



Challenge Areas for Improvement

- **CCAS is still a point of contention**
  - Perception is there is no consistency
  - Too labor intensive
  - Too little real knowledge of people and their abilities
  - Evaluation of contributions seem biased
  - Confusion about the connection between the old and the new systems

Challenge Areas for Improvement

- Skills Update
  - **Definite need for people and communication skills at all levels**
- “We know what the tasks are but we’re kept in the dark about what’s going on.”

Challenge Areas for Improvement

- People are telling you what they want
  - **Recognition**
  - **Consistency**
  - **Empowerment**
  - **Fair Treatment**

Challenge Areas for Improvement

- **Too frequent military *and* civilian rotations are affecting the stability of knowledge and experien**

Reality: Technical Person in a Management Arena

- "At Edwards we have blended the technical requirements and leadership requirements into one position. It overwhelms all but the incredibly gifted."

Reality: Technical Person in a Management Arena

- Difficulties are at all Leadership Levels, in all organizations.
- Difficulties are around technical people in supervisory and management positions.

Reality: Technical Mind in a Non-Technical Position

- **Micromanagement**
- **Career Path Diversion**
- **People-Management Skills Needed**
- **If training *has* occurred, the knowledge is not being practiced**

Reality: Technical mind in a Non-Technical Position

Micromanagement	**Empowerment**
Results	Results
Treated Equally	Treated Fairly
Control	Growth
Limited Success	Enhanced Success
Short Term	Long Term
Risk	Creativity

Reality: Technical Mind i Non-Technical Position

Micromanage ment

Empowerment

Where are you at Risk?

Stress Over Change and Lack of Empowerment

- Factors From Assessment Match Stress and Frustration Symptoms
  - **Theft, Time and Intellectual Capacity**
  - **Pockets of Low Morale**
  - **Friction and anger at Levels of Leadership**

Stress Over Change

- The Stress Factors Over Change Are Normal
  - **Difficulties are around**
    - **Intellectual Acceptance**
    - **Emotional Acceptance**

Stress Over Change

Average is

18 Months to Work through the

5 Stages

- Shock, Denial
- Emotional [Anger]
- Bargaining
- Depression [Grief]
- Acceptance

Moving Through Change

- People will move through the 5 stages in varied order and at different times
- Also at a different rate from their leaders
- People skills and communications skills are needed to help get them through

Stress Factors Over...

Lack of Empowerment

Lack of Comm/People Skills

- Are not normal
- Risks are high
- Will cost you in the long run
  - **Personnel**
  - **Loss of Intellectual/Creative Solutions**
  - **Time and Money**

Recommendations

- Better transition planning for civilians and the military
- Within organizations, value positions for expertise and knowledge and for people and managerial skills
- Restructure Career Track opportunities Base-wide for those in the technical areas

Recommendations

- Top positions,
  - **Review criteria for selecting management leaders as well as technical experts**
- Provide Leadership Development opportunity
  - **Initial workshop to be conducted in early April 2001.**

Edwards Culture Team Leadership Assessment

Edwards Culture Team Leadership Assessment